

Tana Pessa Recommendation

To whom it may concern,

I have had the privilege of working with Tana Pessa since 2009, when she was retained by our company Dyax, to engage in a 360 degree review process of the entire management team at our company. The outcome of this was a comprehensive overhaul of management forums and governance including decision making and individual leadership coaching; in sum, her impact was on both people and processes.

At the Executive level, Tana's interventions led to improved relationships with enhanced communication and teamwork, and as a result more effective executive meetings, which were critical in providing strategic direction for the company during a period of dynamic change. This in turn had a positive impact on the next level of senior and developing leaders in our organization, which was further enhanced by a comprehensive organization development plan.

On a more personal note, I found Tana to be very insightful and integrative in her approach and felt that she really understood me as a person in a way that few other consultants (many of whom were excellent in their own right) have. As a result I was reminded of personal strengths and areas to watch for. She accomplished this through building rapport with trust and confidence and by taking a balanced approach. Overall Tana implements a very individualized approach to coaching which encompasses being firm, but patient in the receipt of feedback, and utilizes a range of tools to fit the purpose and the client. Some of these involve visualization and meditation techniques. I have employed these not only in professional avenues to increase effectiveness as a leader, but also as an elite level masters age group athlete to enhance athletic performance.

With the confidence I have in Tana's approach and complete trust in confidentiality, I recommended her to one of my direct reports as a means to develop executive presence and achieve the next level of career development. Tana's "Bit by Bit" program was not only very well received but incredibly successful in preparing this individual for a visible leadership role, so much so that a significant promotion was earned as a result.

Overall, given my own experience and the positive impact on colleagues of all levels and our company as a whole, I give an unqualified endorsement to Tana Pessa as an Executive Coach.

Respectfully submitted,

William E. Pullman, MB BS, BMedSc, PhD, FRACP

Executive Vice President, Chief Research & Development Officer